



*Commonwealth of Virginia Strategic Plan for
Information Technology*

**Planning Retreat Products
January 11th and 12th
2006**

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Mission

Retreat participants agreed upon the following draft mission statement:

Preserve, enable and enhance the delivery of Commonwealth services

Suggested mission statement volunteered by an individual after the group exercise:

“Maximize the state’s information technology to enhance the lives of citizens of the Commonwealth”.

Mission inputs:

- Serve as the vehicle for connecting the public to government
- Preserve, enable and enhance services to advance the objectives of the Commonwealth
- Preserve, enable and enhance the delivery of Commonwealth services
- Facilitate a world-class experience with Commonwealth services
- Delivering efficient government services to advance the objectives of the Commonwealth
- To preserve, enable and enhance the provision of government services.

Vision

Retreat participants agreed to assign “wordsmithing” of the vision statement to the planning workgroup, but agreed on the following qualities of information technology to reference in crafting the vision statement:

- Trusted
- Easy
- Quality of life
- Accessible
- Support
- Transparent
- Convenient
- Reliable
- Premier
- Practical

Suggested Vision Statements based on above agreed upon descriptors, volunteered by individuals after the group exercise:

1. *“Technology is trusted to provide “best quality” solutions, facilitating governmental services and improving the lives of people”.*
2. *“To be the best-in-class provider of information technology infrastructure by excelling as a trusted source for easy to use, accessible and reliable products and services”.*
3. *“Practical technology innovation that supports the Commonwealth of Virginia’s objective to be a premier state”.*
4. *“To deliver quality, convenient and accessible services”.*

Vision inputs:

- Position technology as a premier enabler to facilitate a world-class experience with Commonwealth services.
- Position technology to enable high quality, integrated Commonwealth services.
- Position technology to enable optimal government services and improve the quality of life.
- Facilitate premier government services and improve quality of life with best-in-class technology solutions.
- Provide first class anytime, anywhere government services
- Use technology to provide world-class services that are secure, easy to use and consistently exceed expectations.

Goal 1 - Facilitate IT collaboration and partnerships

Objective 1.1 Share data easily across boundaries of government

Measuring Success

1.1.1 Number of data entry points for same data

1.1.2 Number of agencies adopting standardized data values

- **Initiatives:**

Complete the enterprise architecture for information (as is and to be)

Define secure data exchange standards (common vocabulary, common values, common IDs, security)

Implement a secure standard technical architecture for data exchange

Objective 1.2 Create a knowledge sharing culture

Measuring Success

1.2.1 Number of collaborative IT solutions deployed

1.2.2 Number of networking opportunities

- **Initiatives:**

Implement shared information repository to facilitate knowledge sharing

Develop a digital academy

Establish and implement a networking program

Objective 1.3 Facilitate horizontal government

Measuring Success

1.3.1 Rate of adoption of enterprise solutions

1.3.2 Variety of technology solutions that solve the same problem

1.3.3 Cost of technology solutions that solve the same problem

- **Initiatives:**

Develop a governance model for shared business processes

Define and adopt common business processes

Implement a statewide “ERP”

Objective 1.4 Promote innovative partnership programs

Measuring Success

1.4.1 Number of formal partnerships (private, multi-agency, local to state)

1.4.2 Number of collaborative research and development funding submissions (efforts)

- **Initiatives:**

- Develop collaborative opportunities in state government

- Develop mentoring program for developing collaborative relationships

Goal 2 - Ensure a trusted and reliable technical environment

Objective 2.1 Ensure consistent, anytime, anywhere service levels

Measuring Success

2.1.1 Availability statistics

2.1.2 Broadband coverage statistics

2.1.3 On-line state services statistics

- **Initiatives:**

- Establish architectural and operational standards

- Modernize infrastructure

- Implement IT Infrastructure Library (ITIL) for operations

- Establish partnerships with broadband service providers to ensure universal access

- Enhance Virginia portal to focus on event driven applications

Objective 2.2 Protect the assets, credentials and privacy of Commonwealth of Virginia systems and their users

Measuring Success

2.1.1 Security compliance statistics

2.1.2 High threat security incidents statistics

- **Initiatives:**

- Continue to enhance state security program

- Establish an identity management program (single sign-on)

- Establish an audit program consistent with standard

Objective 2.3 Ensure providers and users of Commonwealth of Virginia systems have an appropriate awareness and understanding of their respective roles and responsibilities

Measuring Success

2.3.1 Technology awareness training statistics

2.3.2 Number of public service campaigns

- **Initiatives:**

- Establish public awareness campaign

- Establish training program for agency decision makers

Enhance and expand security awareness and training program

Goal 3 - Increase accessibility to government

Objective 3.1 Increase electronic interaction with and to government

Measuring Success

3.1.1 Number of services available on-line

3.1.2 Percent of website accessibility compliance

- **Initiatives:**

Broadband network deployment

Wireless network deployment

Model deployments – pilot programs for on-line service delivery

Infrastructure modernization

Objective 3.2 Increase information availability and usability

3.1.1 Customer satisfaction (internal and external)

3.1.2 Number of push services by demographic or interest

- **Initiatives:**

Expand GIS database

Single window into government

Messaging broker program

Information exchange standards program

Enterprise application deployments

Push technology deployment initiative

Objective 3.3 Foster regional partnership initiatives

3.1.3 Number of initiatives deployed

- **Initiatives:**

Pilot a regional emergency services program

State, local, higher education network partnership

Objective 3.4 Increase public awareness of services available

3.1.4 Number of initiatives deployed

- **Initiatives:**

Conduct public awareness programs, education and training

Goal 4 - Continually evaluate and improve the IT value equation

Objective 4.1 Ensure continuous improvement for technology

Measuring Success

4.1.1 Customer satisfaction survey

4.1.2 Industry cost benchmarks

- **Initiatives:**

Aggregate entity surveys to develop a global IT satisfaction survey

Establish service definitions across the Commonwealth of Virginia and benchmark cost-value equation

Objective 4.2 Foster applied IT research and development throughout the Commonwealth

Measuring Success

4.2.1 Number of applied research and development projects

4.2.2 Number of applied research and development projects that have successfully transitioned to operations

- **Initiatives:**

Survey the Commonwealth of Virginia to discover and track all applied research and development projects making the information transparent to all

Create partnerships with higher education to bring applied research and development to Commonwealth of Virginia operations and the larger commercial market.

Establish a program to identify and “productize” replicable Commonwealth of Virginia services

Objective 4.3 Facilitate consistent capital funding for technology

Measuring Success

4.3.1 Ratio of RTIP projects that receive funding

- **Initiatives:**

Work with the Department of Planning and Budget and the legislature to establish technology capital improvements planning and funding and gain-sharing incentives

Goal 5 - Create a reputation of trust for technology

Objective 5.1 Provide technology in an accountable, responsive, open and results oriented manner

Measuring Success

5.1.1 Projects on time and on budget

5.1.2 Customer satisfaction surveys

5.1.3 SLA adherence

5.1.4 External validation

- **Initiatives:**

Establish and monitor performance measures

Create mechanisms to ensure compliance with standards, policies, guidelines

Establish program to communicate to the public on projects and their performance

Objective 5.2 Provide effective means for continuous engagement and collaboration with all business interests

Measuring Success

5.2.1 Independent audits and reviews

5.2.2 Number of collaborative engagements and participants

5.2.3 Survey

- **Initiatives:**

Establish regular meetings and other common mechanisms to establish and maintain collaborative relations

Develop process to engage business in IT strategic planning activities

Implement feedback mechanism for all technology initiatives

Objective 5.3 Increase awareness and responsiveness to strengths, weaknesses, opportunities and threats.

Measuring Success

**5.3.1 Percent of opportunities spawned from SWOT: # initiatives spawned
of SWOT listed**

- **Initiatives:**

Conduct periodic SWOT analysis and initiative review

Create program to engage with external organizations to augment the
SWOT analysis

Goal 6 - Increase workforce productivity through the use of technology

Objective 6.1 Increase mobile workforce

Measuring Success

6.1.1 Percentage of staff with mobile office tools deployed

- **Initiatives:**

Education and implementation program for mobile workforce

Objective 6.2 Increase telecommuting workforce

Measuring Success

6.2.1 Percentage of staff telecommuting

- **Initiatives:**

Education and implementation program for mobile workforce

Develop capabilities of business leaders for overseeing projects that involve technology

Appendix - SWOT Analysis

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Ability to use innovative partnerships • Project management • Quality assurance structure • Strong IT leadership • Strong existing IT industry in Virginia (access to high quality private sector) • Amount of broadband in place • Focus on technology solutions (“i.e. health records”) • Institutional knowledge: high degree of understanding of agency requirements on IT staff • Use of technology to teach (i.e. Danville Magnet. School) • Interoperability focus • GIS platform • Robust, improved E911 • Pockets of strong infrastructure • Access to cutting edge technology • Good reputation with Virginia Business in progress with providing electronic services. • The ability to identify/solicit customer needs and communicate to decision makers. • IT governance. • Ability to analyze and understand weaknesses. • Multiple venues for access to services. • Improved enterprise view and understand of enterprise wide applications. • Identification of projects with potential collaboration. • Movement toward consolidation. • Continuity through the I.T. Investment Board and COVF. 	<ul style="list-style-type: none"> • Leverage collaborative, shared solutions and interoperable services between levels of government • Use technology to make education more affordable – provide more distance learning services to make education opportunities more affordable • Provide accountability data (open, transparent government) • Extend service offerings beyond “8 to 5” - anytime, anywhere, anybody, any language • Use technology to mitigate language barriers • Use technology to offset scarce resources and provide cost-effective solutions • Workforce: Move workforce out of the office, embed technology into applications, provide knowledge bases to guide staff • Use technology to make healthcare more accessible and affordable • Federal deficits: globalize our services • Citizens want more electronic services. • Citizens believe that current service deliver medias are not fully utilized. • Virginia Business want state agency to share data and reduce redundancies. • Virginia Business want state and federal governments to collaborate on a universal ID (not SSN). • Improve services delivery through now technologies. • Public’s growing use of mobile technology and technology in general. • “Digital natives” experience with technology

WEAKNESSES	THREATS
<ul style="list-style-type: none"> • Lack of an enterprise focus on solutions (BPR, IT architecture, services) • Coordination and collaboration between and amongst state and local entities • Lack of coordinated identity management • Lack of agility or innovation/research and development • Protection of Commonwealth of Virginia assets and information • Information to assist with decision making • Inability to agree on a vision • Uneven understanding of the value IT can bring amongst business leadership • Data sharing – internal & external (across agencies, governments and with Virginia Businesses). • Communications – internal & external. • Attracting and retaining skilled workforce. • Use of planning and internal controls (Virginia Government Business). • Business process re-engineering needed. • Insufficient interoperability of federal/state/local systems. • Ability to replace out of date information systems. • Ability to provide a single web portal and respond to growing demand for mobile technologies. • Non-IT workforce cannot realize full benefits of IT due to lack of skills. • Lack information/data standardization. • Aging infrastructure. • Aging workforce. 	<ul style="list-style-type: none"> • Parochial culture of state and federal government • Resistance to change by state employees (stakeholders) • Allocation and decision making process for funding IT • Business managers not educated in benefits of IT • Enterprise approach may prevent custom functions needed for some specific agencies (“can’t have your cake and eat it, too”) • Global competition • Economic downturns • Citizens have concerns about accuracy, privacy and timeliness of information. • Lack of public awareness of services and outcomes. • Increasing demands for services with limited resources. • Redundancy in reporting requirements for businesses. • Dwindling resources and rising energy costs, health care costs, and tuition costs • Security threats • Rapid change environment and technologies • Lost of control over IT environment and costs due to outsourcing. • Aging population/workforce. • Digital divide. • Incomplete broadband infrastructure, especially in rural areas. • Lack of continuity in state administration.